

ICMA'S 97th ANNUAL CONFERENCE

FRESH WATER, FRESH IDEAS

Milwaukee

2011



The world's foremost professional development opportunity for local government managers

September 18-21, 2011

Frontier Airlines Center

Milwaukee, Wisconsin

ICMA *Leaders at the Core of Better Communities*

An Invitation from ICMA's President



The Top 10 Reasons to Attend the ICMA Conference in Milwaukee this September:

- 10** **Keynote speakers:** Prepare to be inspired, informed, and motivated!
- 9** **Networking:** Many of the attendees are your friends and colleagues, and this may be the only chance you get to connect with them in person for a whole year.
- 8** **Educational sessions presented by your peers:** We can learn so much from their successes and challenges.
- 7** **Educational sessions presented by outside experts:** Learn new skills at sessions on leadership/management and community building.
- 6** **Be a mentor:** My hero and mentor (Tracy Williams) took a chance on me 37 years ago. Without his active mentoring I would not be where I am today. My challenge to each of you is, "Who is going to say that about you?" Come to Milwaukee and build your personal legacy as a mentor and coach.
- 5** **Find a mentor:** All of those members who take reason #6 seriously will be available in Milwaukee as mentors and coaches. Come to Milwaukee and schmooze with these great leaders. It'll help build your career!
- 4** **Start your ICMA credentialing journey** or gain credit for training that will help you renew your ICMA credentialed manager status.
- 3** **Discover what a great city Milwaukee is** and learn more about it by participating in one of the excellent field demonstrations.
- 2** **Learn about new products, services, and programs in the ICMA Exhibit Hall**

And the top reason to come to Milwaukee for the 2011 ICMA conference:

- 1** **Bring value back to your organization because you are a truly reenergized, renewed, educated, and informed local government professional.**

Join us in Milwaukee! It's an event not to be missed. The great benefits it will bring to your organization will more than make up for the cost of your attendance!

A handwritten signature in black ink that reads "David M. Childs". The signature is written in a cursive, slightly slanted style.

David M. Childs
ICMA President
Assistant County Manager
Washoe County, Nevada

Program Overview

Greening the ICMA Annual Conference

In support of ICMA's commitment to environmental sustainability, again this year **conference preregistration packets are not being printed and mailed to ICMA members.** Abridged information is included in this issue of *PM*, and complete details are posted at icma.org/conference2011, where online registration and the housing bureau will open June 1. If you prefer not to register online, you can download forms from the site and return them by fax or mail, or contact ICMA Customer Service (202-289-4262; customerservices@icma.org) to request copies of the forms.

Each year, through its highly praised Annual Conference, ICMA offers an abundance of educational, information-sharing, and networking tools to help you manage your community in today's complex environment. Especially in challenging times such as these, the tools, tips, information, and resources you pick up at the conference—in addition to the opportunities for professional and personal renewal and networking—are more important than ever.

In addition to four stimulating daily keynote sessions, 55 concurrent educational and Solutions Track sessions, 30 roundtable discussions, 21 ICMA University workshops and forums, assorted field demonstrations, and the numerous exhibitions of technology applications that you have come to expect, ICMA's 2011 Annual Conference will offer you new opportunities to help fulfill your commitment to career-long learning. You will hear about innovative ideas and practical strategies for confronting the challenges facing local governments today.

This year, we will experiment with new session formats and adult learning environments as well as taking advantage of social media and other technologies to maximize your networking and idea exchange opportunities. ICMA's conference is an educational and networking opportunity that you can't afford to miss!

Concurrent Educational Sessions

This year's overall theme, "Fresh Water, Fresh Ideas," reflects both Milwaukee's reputation as a cutting-edge hub of freshwater research and technology, and

the fresh ideas you will pick up from the five **theme track** sessions developed by the 2011 Conference Planning Committee to address the challenges facing local government managers around the world:

- Excellence in the New Normal
- Challenges of Citizen Engagement
- Changing Demographics and Employee Relations
- Lessons in Leadership
- Personal Issues Facing Managers and Their Families

The conference program also includes three **career tracks** of educational sessions designed specifically for

- Assistant Managers
- Senior Managers/ICMA Credentialed Managers
- Small-Community Managers

The conference will again feature the exhibit hall's popular **Solutions Track** sessions, which present case studies of local governments that have overcome challenges through innovative public-private partnerships. Several sessions are planned in conjunction with a variety of other ICMA projects and affiliates.

Marketplace of Ideas and Solutions

This popular series of roundtable discussions offers attendees an opportunity to meet face-to-face and share ideas, opinions, and solutions on a variety of issues important to professional managers. Each roundtable discussion will be facilitated by an ICMA member or other expert with a strong interest or expertise in these nuts-and-bolts issues, and the table topics will be of particular interest to managers of smaller communities.

ICMA University Forums

ICMA University forums are a hybrid of the traditional concurrent educational sessions and the ICMA University workshops. Similar to a workshop, each forum is designed to be highly interactive and skill building in nature. This year, seven forums will be offered—four

Program Overview



This year's conference in Milwaukee will continue ICMA's tradition of bringing you an educational program focused on your community's most significant issues and challenges in the years ahead.

Many of us live in communities that are just beginning to emerge from one of the most difficult financial periods our generation has ever experienced. But for many others, ongoing financial challenges continue to hamper efforts to build strong and sustainable communities. Regardless of our circumstances, we know that we all can find common purpose, fellowship, and valuable ideas at the ICMA Annual Conference. This year, the event will occur on the banks of Lake Michigan in Milwaukee, Wisconsin. As a formerly strong industrial city that has made significant strides to redefine itself, Milwaukee offers an ideal setting for ICMA's annual gathering.

At this year's conference, you'll learn about a wealth of fresh approaches to many aspects of local government management and operations. The keynote speakers will offer provocative and insightful ideas. The educational sessions will engage and enlighten, and the social program will astound you with Milwaukee as you've never seen it before. For this 97th annual event, the Planning Committee has emphasized creating strong outcomes that ensure ongoing value for all attendees well beyond the last day of the conference.

On behalf of the 2011 Conference Planning Committee, I invite you to discover all that the Milwaukee conference has to offer. Your attendance is not just appreciated but essential to creating the diverse, memorable, and enlightening experiences that we all look forward to.

Please join us in Milwaukee this September!

Michael Baker
Conference Planning Committee Chair
Deputy Village Manager
Downers Grove, Illinois

on Sunday afternoon and three on Wednesday morning. Enrollment in each forum is limited to 250 participants and requires preregistration, although the

cost is included in the main conference registration fee. (See pages 11–12 for detailed descriptions of the forums.)

Virtual Conference

There is no substitute for the "on-the-ground" skill-building, networking, and social opportunities that ICMA's Annual Conference offers. But if you can't attend in person, you can experience highlights of the program through the Virtual Conference, which will deliver live, streamed content and archived webcasts of select keynote and educational sessions. Watch the *ICMA Newsletter* and icma.org/conference2011 for details.

New this year! Those who *are* able to travel to Milwaukee for the conference can purchase access to the virtual conference content (keynote sessions and selected concurrent sessions) when registering for the onsite event.

AICP CM Credits



ICMA has registered with the American Planning Association's professional institute, the American Institute of Certified Planners (AICP), to provide Certification Maintenance (CM) credits for approved programs at ICMA's 2011 Annual Conference.

Visit icma.org/conference2011 to learn which specific workshops, sessions, and other activities have been approved through AICP's review process.

ICMA University Workshops

Attendees seeking an in-depth, skill-building experience can preregister for one or more of the half-day ICMA University workshops that will be offered in conjunction with the conference (see pages 22–23). The workshops are limited in enrollment to ensure a highly interactive experience related directly to the ICMA University practice groups considered essential to effective local government management. Payment of a separate workshop registration fee at the time of preregistration covers materials and instructor expenses.

Field Demonstrations

The opportunities for professional growth and networking will extend beyond the meeting rooms of Milwaukee's Frontier Airlines Center to include a series of educational field demonstrations and site visits highlighting the most innovative projects in area local governments (see pages 20–21).

Exhibit Hall

At the exhibits in the ICMA Exhibit Hall—many directly related to the educational sessions—you can examine products and services that will help you deliver public services more effectively and cost-efficiently. Read more about this year's exhibit hall on page 13.

Keynote Sessions

Rev Up Your Engines!

Sunday, September 18, 3-5 p.m.



The Opening General Session will feature a keynote presentation by **Tim Hoelter**, who retired this year from Milwaukee's iconic Harley-Davidson after 30 years in pivotal leadership positions.

Joining the company in 1981 at the time of the leveraged buyout from AMF, Tim was the only outsider involved in the purchase that returned Harley-Davidson to

independent ownership. During his 15 years as general counsel, he participated in the restoration of the company's rights to its trademarks, the launch of Harley-Davidson's licensing program, and oversight of a petition to the U.S. government for temporary relief from imported motorcycles that were flooding the market. He also was instrumental in working with the federal government to open access for Harley-Davidson products around the world.

In a captivating conference-opening presentation, Tim will share his first-hand experiences with Harley-Davidson's dramatic turnaround from the brink of bankruptcy. His inspiring message of overcoming seemingly insurmountable challenges by harnessing the creativity and energy of team members and engaging customers in the search for solutions will "rev you up" to tackle the challenges that your own organization may be facing.

True North: Discover Your Authentic Leadership

Monday, September 19, 8:30-9:30 a.m.



Bill George is one of America's most respected contemporary corporate leaders. He is best known for his time as CEO of a leading medical technology company, Medtronic, where, under his direction, market capitalization grew from \$1.1 billion to \$60 billion.

Named by PBS as one of the "Top 25 Business Leaders of the Past 25 Years,"

Bill is currently a professor of management practice at Harvard Business School, where he has taught leadership since 2004. His leadership philosophy stems from the belief that the world's best leaders are those who have an authentic grasp of who they are and how they want to affect the world. He proposes a new kind of leadership for the 21st century—one that empowers individuals at all levels of organizations.

Bill will offer conference attendees insight into his concept of "True North," a state of self-awareness that, when engaged, will help you be your own best leader.

Your Next Citizen

Tuesday, September 20, 8:30-9:30 a.m.



Energetic entrepreneur **Rebecca Ryan** is founder of Next Generation Consulting, a market research firm that advises companies and communities that want to attract and keep young professionals. Richard Florida (*The Rise of the Creative Class*), who wrote the foreword to Rebecca's book, *Live First, Work Second: Getting Inside the Minds of the Next Generation*, describes her as "cutting edge" and "one of the most reliable sources for leaders who want to attract and retain the next generation of creative workers."

In a dynamic presentation designed for ICMA, Rebecca will assess the demographic trends reflected in the 2010 U.S. Census; project where those trends may be heading; and offer practical approaches for an organization wishing to recruit, engage, and retain a diverse, multigenerational workforce and for a community seeking to attract such a citizenry. You will learn about Rebecca's extensive research on "next cities"—places that have the attributes to become talent magnets—and the "new normal" issues that community leaders must address to build better places to live and work—for the next generation and *all* generations.

Transformational Leadership: Evolve, Adapt, Inspire

Wednesday, September 21, 10:45 a.m.-12:45 p.m.



This year's Closing General Session will combine ICMA's annual Celebration of Service to the Profession with an inspiring presentation about the impact that a powerful leader can have on a person's life. An Army officer, Rhodes Scholar, White House fellow, best-selling author, youth advocate, and business leader, **Wes Moore** is an American success story and a born

leader—but he wasn't always on the path to achievement. Wes will share his personal story of overcoming adversity with the encouragement of mentors who saved his life and helped him become a highly successful leader in the public sector, private sector, and military.

To Wes, leadership is not about assigning tasks or delegating; it is about inspiring those around you to achieve a greater good while empowering them to take charge of the tasks at hand. He will present the compelling argument that it is individual and community support systems that have the most profound and lasting impact on one's life. Drawing on his experiences as a leader, Wes's message stresses the importance of mentorship—and leadership—in every community.

Educational Sessions

Concurrent educational sessions do not require preregistration.

Concurrent educational sessions that are being developed from ideas generated by the 2011 Conference Planning Committee are listed below, along with sessions being planned in conjunction with other ICMA projects and affiliates. In addition to five **theme tracks**, there are three **career tracks** focusing on the needs of assistant managers, senior managers and ICMA credentialed managers, and managers of small communities. Session descriptions are subject to change as speakers are being engaged over the summer.

Theme Tracks

Excellence in the New Normal

Community Resilience in the New Normal

Monday, Sept. 19, 9:45-11 a.m.

In response to changing demographics, many communities have successfully recast their economies by strategically analyzing the viable industries within their borders and the responsiveness of their tax bases. Looking beyond branding, this session will demonstrate how local governments have successfully transitioned their economic bases to respond to the new normal.

Excellence through Skill Sets in the New Normal

Monday, Sept. 19, 2:30-3:40 p.m.

Adaptability is a crucial component of success in the new normal, and managers and their staffs will need new skill sets as they take on new responsibilities. This session will focus on the skill sets you'll need to assess your organization's structure, leverage resources to their maximum potential, and take advantage of opportunities for community partnerships.

Shared Services 101

Tuesday, Sept. 20, 11 a.m.-12:15 p.m.

Local governments use a variety of service delivery models—from consolidation, regionalization, and shared services to outsourcing and public-private partnerships. Understand how these various models differ and what impact

shared services can have on the quality of service delivery. Hear about Sandy Springs and Johns Creek, Georgia, which partnered to achieve financial predictability while improving service quality and efficiency in their emergency communications and public safety responses.

Future Financial Challenges Facing State and Local Governments

Tuesday, Sept. 20, 2-3:10 p.m.

Join ICMA executive director Bob O'Neill, National League of Cities executive director Don Borut, and National Governors Association former executive director Ray Scheppach for a discussion of the impact of state and federal finances on local governments.

Challenges of Citizen Engagement

Connecting Communities: How Local Governments Can Be Active Contributors to Citizen Engagement

Monday, Sept. 19, 9:45-11 a.m.

The changing nature and increasing complexity of citizen engagement provides the backdrop for this session to consider the value of citizen engagement, identify its goals and objectives, and discuss the roles of the manager and staff. Using the Alliance for Innovation's *Connected Communities* white paper, a new engagement assessment tool, and case studies, this session will explore the characteristics of engagement that encourage two-way communication, coproduction, and expanded civic capacity.

Tools for Citizen Engagement

Monday, Sept. 19, 12:45-2 p.m.

From traditional public hearings and workshops to the latest technology innovations in social networking and constituent relationship management (CRM) systems, this session will explore the wide range of communication methods available for engaging citizens and the best way to frame a message for the particular medium used.

Closing the Communication Feedback Loop with Citizens

Tuesday, Sept. 20, 2-3:10 p.m.

After describing the development and use of performance reports, this session will discuss how 70 local governments listened to the public, what they learned, and how they changed as a result. It will also explore how communication audits improve the relevance and effectiveness of performance reports.

Changing Demographics and Employee Relations

What Is New and Cutting Edge in Employee Pay?

Monday, Sept. 19, 9:45-11 a.m.

The world of local government compensation will change. What are the compensation models of the future? How will performance and merit be incorporated into pay plan administration? Hear about new ideas in compensation, pay planning, and benefits, including concrete alternatives to traditional STEP/COLA pay plans.

Recognizing, Integrating, and Transforming the Existing Local Government Workforce

Monday, Sept. 19, 12:45-2 p.m.

What do all those census data mean? This session will teach you how to analyze census data and understand what they are telling you about your community, the workforce, and your staff.

Your Next Citizen

Tuesday, Sept. 20, 11 a.m.-12:15 p.m.

Join Tuesday's keynote speaker, Rebecca Ryan, for further discussion of practical approaches for fostering a diverse, multi-generational workforce and community.

Employee Engagement

Tuesday, Sept. 20, 2-3:10 p.m.

Over the past two years, with frequent reductions in the workforce and positions not being replaced, employees have been asked to do more in fewer hours. It is important to keep morale up and reduce burnout. Find out how to effectively communicate with your employees on the value of their positions and keep them engaged in the organization.

The Five Stages of Denial When Rightsizing

Tuesday, Sept. 20, 3:30-4:40 p.m.

Rightsizing is a process, and much of the challenge in rightsizing is in communicating the new reality to staff, the council, and the public. Because many local government organizations—including employees, managers, and elected officials—may experience rightsizing as a loss, managers need to talk explicitly about acknowledging that loss while seeing new organizational opportunities in the future.

Lessons in Leadership

Being Brave and Bold without Getting Fired

Monday, Sept. 19, 9:45-11 a.m.

Can you make tough decisions or recommendations and still retain your position

“Being a manager in a small community and a state that does not have a lot of professional development opportunities available, I have found the ICMA annual conferences to be an indispensable resource for networking and learning. The conference has provided me with the resources and knowledge necessary to effectively manage my community but also helped to develop my own capacity as a leader and manager.”

Eric A. Keck

City Administrator, Post Falls, Idaho (pop. 26,053)

within the community? What information should you give in order to achieve the best outcome? Is it wise to give your opinion? This session is about figuring out when to actually make a recommendation and when to just present the data.

True North: Discover Your Authentic Leadership

Monday, Sept. 19, 9:45-11 a.m.

Join Monday's keynote speaker, Bill George, for a continuing discussion of authentic leadership.

Leadership 101

Monday, Sept. 19, 2:30-3:40 p.m.

This interactive session will explore leadership and communication styles and discuss how they should be applied in different circumstances. As a leader, you must be able to identify not only your own style but also the style of those with whom you're communicating so as to minimize unnecessary conflict and misunderstanding and effectively reach consensus.

Leading the Staff or Leading the Council: What's the Difference?

Tuesday, Sept. 20, 11 a.m.-12:15 p.m.

How do staff and council differ in their expectations of leadership qualities from local government managers? Where are the similarities and how can you make the most of them? Do you need to use a different leadership style with each group? This session will help you determine how to resolve issues that may

arise from the different expectations of staff and council.

Leadership Lessons from the Younger Generation

Tuesday, Sept. 20, 2-3:10 p.m.

What qualities does the younger generation consider necessary in a good leader? What qualities are younger employees looking for in you? What is the best way to communicate with them? Come to this session if you're interested in finding out.

Personal Issues Facing Local Government Managers and Their Families

Conflict Resolution

Monday, Sept. 19, 12:45-2 p.m.

In today's polarized public sector environment, conflict resolution and negotiation skills are more important than ever. Learn how to use fact-based arguments in conflict resolution, how to “step into the shoes” of the person with whom you are in conflict, and how to break away from discussion before losing control of your emotions.

Current and Future Managers in Transition

Monday, Sept. 19, 2:30-3:40 p.m.

With a charged political scene and ongoing economic distress, more local government employees are finding themselves either currently unemployed or facing future joblessness. This session is designed to provide skills and support to

Educational Sessions



not just survive unemployment but actually turn it into a learning opportunity. Panelists—current and former members in transition and their partners—will discuss the personal impacts of transitions, ways to successfully adjust as a family, and career strategies for moving forward.

Staying Inspired

Tuesday, Sept. 20, 2-3:10 p.m.

A number of issues—from the economic downturn, including layoffs and cutbacks, to political tumult and disgruntled citizens with access to social media—have challenged local government professionals in recent years and will continue to do so. How can we stay inspired, excited about work, and optimistic about the profession? This session will offer strategies for maintaining enthusiasm in professional situations, and will discuss the need for both employees and their families to carve out time for personal renewal.

Partner's Perspective

Tuesday, Sept. 20, 3:30-4:40 p.m.

It's not just local government professionals who are in the spotlight; our partners are often asked about local government policy when they're out shopping. Find out what challenges our partners face (including those they don't always tell us about!), what techniques they have used to resolve some of those challenges, how they've adapted to the demands of our jobs in addition to those of their own, and how we can better understand and support them.

Career Tracks

Assistant Managers

Strategies for Enhancing Political Astuteness

Monday, Sept. 19, 2:30-3:40 p.m.

Judgment is everything. Knowing when to speak and when to hold your tongue can mean the difference between employment and unemployment. Understanding the politics in your community and having strategies for working in a charged environment is key to your success. Hear from your peers about situations they faced, and find out how to enhance your personal political astuteness.

Leading from the Middle: Selling Your Ideas

Tuesday, Sept. 20, 11 a.m.-12:15 p.m.

This is a new twist on “middle management.” There may be a couple of layers of management above you and certainly a few below. How do you lead when your position is in the center? How do you get your ideas heard? Learn some fresh approaches from practitioners who know.

Developing Your Dream Team of Advisers

Tuesday, Sept. 20, 3:30-4:40 p.m.

At any point in your career, it is important to have a “dream team”—people who have your best interests at heart, whom you trust and admire, and whom you can call on in a dilemma or simply to vent. How do you amass such a team? What do you look for? How many members do you need? Come and hear from those who have successfully cultivated a team as well as from those who are part of one.

Senior Managers/ICMA Credentialed Managers

The Evolving Role of the Professional Manager

Monday, Sept. 19, 12:45-2 p.m.

The changes that have occurred over the last two years—dramatically shifting demographics, a structural fiscal crisis

affecting the federal government and the states, growing skepticism over the public sector's ability to solve problems, a lack of civility in the public debate—will all continue to influence public policy and local government management for at least the next two decades. Join ICMA executive director Bob O'Neill, Palo Alto, California, city manager Jim Keene, and others to discuss the forces affecting local government, what they mean for the profession and for leadership and management development, and what role ICMA and its affiliates should play in addressing them.

Public Pensions: Current Status and Future Directions

Monday, Sept. 19, 2:30-3:40 p.m.

Public sector pensions are currently receiving a lot of attention. Presenting cutting-edge research conducted by the Center for State and Local Government Excellence and its academic partners, this session will discuss how pension challenges vary across the country, what governments have done to strengthen plan funding, and what innovative approaches they are using to provide retirement benefits.

Cookingham Award Winners: What They Do That We Should Know

Tuesday, Sept. 20, 11 a.m.-12:15 p.m.

Want to recruit and retain the best new talent? Join Eric Anderson, city manager of Tacoma, Washington, and recipient of the 2010 Award for Career Development in Memory of L. P. Cookingham, and two former interns—Mark Marthos, assistant city manager of Tacoma, Washington, and Mark Rothert, executive director of Spoon River Partnership and formerly an intern and assistant to Eric in Des Moines, Iowa—to discuss three keys to successful talent development and retention.

Ideas That Worked!

Tuesday, Sept. 20, 3:30-4:40 p.m.

Join this highly interactive discussion of hot management topics and how they are being addressed successfully. ICMA

credentialed managers will have 5 minutes each to present an idea, innovative project, or successful program, which will then be discussed for 10–15 minutes before moving on to the next topic. Participants will be seated at round tables to facilitate an energetic give and take.

Small-Community Managers

What Options Are Left When Downsizing Is NOT an Option?

Monday, Sept. 19, 12:45-2 p.m.

Many small communities have already downsized as much as they can and see few alternatives left for maintaining basic service levels. This session will examine other available strategies, such as forming public-private partnerships, increasing volunteerism, and restructuring local government.

Between a Rock and a Hard Place

Tuesday, Sept. 20, 11 a.m.-12:15 p.m.

Managers are often caught between what their elected officials decide as policy and what citizens say they want. How can managers facilitate a dialogue between officials and citizens in small communities, where differences can get personal if they're not handled right?

The Ethics of Regionalism

Tuesday, Sept. 20, 2-3:10 p.m.

Regionalism is a part of the “new normal” for small communities. This session looks at how small-community managers must navigate in this world, ethically balancing the needs of their communities with those of the region.

Too Many Hats

Tuesday, Sept. 20, 3:30-4:40 p.m.

Managers in small communities often find themselves doing everything from assisting citizens at the front counter, to preparing annual budgets, to putting out fires...in some cases, literally. How does a small-community manager stay on top of it all when there aren't enough resources to do everything that needs to be done?

“For me, the ICMA conference is a time to recharge my batteries and reconnect with my peers. It is an opportunity to learn new concepts and reinforce the basics, to make my community more sustainable as we move forward towards an uncertain future. It is a reminder when talking through issues and solutions with my colleagues from around the country and around the world, that we are not alone in our struggles to build and maintain better communities for our residents. I feel reinvigorated when I get back to the office, and I try to share that feeling with staff and my boards, so that we can meet the challenges of budgets and staffing and infrastructure with a renewed sense of purpose.”

Mark J. Purple

Assistant Town Manager/Finance Director, Ashland, Massachusetts (pop. 15,807)

Annual, Project, and Affiliate Sessions

Eldon Fields Colloquium

Reflections on City Management and Council-Manager Form of Government

Monday, Sept. 19, 2:30-3:40 p.m.

Distinguished Professor George Frederickson will reflect on the past, present, and future of city management and the council-manager form of government, drawing upon his award-recognized research as well as his considerable administrative experience as president of Eastern Washington University. A panel of highly respected city management professionals will respond, followed by comments and audience participation.

Ethics

Challenges in Executive Compensation: Getting It Right

Tuesday, Sept. 20, 3:30-4:40 p.m.

As local governments work to close the gap between essential services and available resources, the spotlight is on public sector compensation, especially for executives. Maintaining public trust around compensation is critical. This session will address ICMA's Compensation Guidelines, which outline a best practice for establishing and negotiating compensation in a transparent process, and will review the latest trends in local government executive compensation.

ICMA Center for Performance Measurement

Effective Practices in Performance Measurement

Monday, Sept. 19, 12:45-2 p.m.

Come hear how performance measurement can be used to improve service delivery in your community. Find out how it can lead to more insightful ways to identify areas for cost savings and improvements in effectiveness. Also learn how to identify the right kind of measures for different audiences—the public, elected officials, management, and individual work teams.

ICMA Center for Public Safety Management

Using Data to Rightsize Police and Fire

Tuesday, Sept. 20, 11 a.m.-12:15 p.m.

Benjamin Disraeli wrote, “There are three kinds of lies: lies, damned lies and statistics.” So how do you determine what statistics and data are useful when you're compelled to rightsize your police and fire departments? The ICMA Center for Public Safety Management will provide insights on what data you should be seeking. You'll also hear about the challenges of extracting information and statistics, of positioning yourself for the future, and of keeping emotions at bay.

Educational Sessions

"By attending the annual conference, I have the opportunity to hear what innovative solutions my peers around the country and internationally have implemented to resolve similar local government issues that I am facing in my community. Additionally, the conference is an opportunity to network with colleagues in a unique environment."

Jesse Lightle

Township Administrator, Montgomery, Ohio (pop. 52,991)

ICMA Center for Sustainable Communities

Solar Powering Your Community: The Local Government Role in Increasing Solar Adoption

Monday, Sept. 19, 9:45-11 a.m.

To increase installed capacity for solar adoption, the Department of Energy's Solar America Communities Outreach Partnership is focused on decreasing project execution time, revising zoning

and building codes to accommodate solar installations, and increasing access to financing options. Drawing on Milwaukee's experience as a Solar America City, this session will examine how local governments can address challenges and obstacles related to solar. Then join us at 12:45 p.m. for a field demonstration of Johnson Controls Headquarters' Leadership in Energy and Environmental Design (LEED®) Platinum campus in Glendale (see page 21).



Healthy Wealthy and Wise: How Can You Plan for Long-Term Health Savings and Living?

Monday, Sept. 19, 9:45-11 a.m.

What do you want to be doing when you're 100? The reality is that 100 may be a possibility for many people near retirement, and how you plan financially and treat your body today can influence your quality of life during retirement. Come to this session, sponsored by ICMA-RC and CIGNA, to learn what steps you can be taking to be both physically and financially healthy.

The Investment Environment: Where Are We Headed?

Tuesday, Sept. 20, 11 a.m.-12:15 p.m.

Economic and market conditions

seem to be improving, but the road continues to be a bumpy one. To explore the factors that are influencing today's investment environment and prospects for tomorrow, ICMA-RC's senior vice president and chief investment officer will lead a panel of renowned investment experts in a discussion about global market conditions and where those markets may be headed.

Planning for Your Future? Meet with a Financial Planning Expert

Monday, Sept. 19, 10 a.m.-5 p.m.

Tuesday, Sept. 20, 9:30 a.m.-4 p.m.

Do you have a financial plan for your future? Have you saved for a rainy day? Do you know how much money you'll need in retirement? ICMA-RC's Certified Financial Planner™ professionals will be providing individual consultations to help you with your financial planning needs. Space is limited so be sure to sign up for your consultation at the ICMA-RC booth as soon as possible.



Today's Employee Benefit Challenges and Solutions

Monday, Sept. 19, 12:45-2 p.m.

Learn how your peers are addressing employee health care challenges and handling, even surmounting, their employee benefit concerns. This session will present findings from the definitive survey conducted this year by ICMA and CIGNA. Hear examples of what your fellow managers have put into place to reduce the prevalence and costs of disease and keep their employees healthier and more productive. Find out about highly effective solutions to change behaviors, improve health, and deliver sustained satisfaction and savings—now and in the future.

Making the Right Decisions to Address Your Multigenerational Workforce

Tuesday, Sept. 20, 2-3:10 p.m.

Healthier employees mean higher productivity and lower costs for everyone. But to have a positive impact on your employees' health, you must have a greater understanding of your workforce—who they are as individuals, what they think, and what they need. Learn how the face of the American workforce is changing, and understand what drives each generation. Discussion items include planning for the baby boomers who aren't retiring, understanding how to communicate with different generations (talk vs. text), and more. Don't miss this important discussion to better understand your workforce—their differences and their impact on both your organization and your budget.

ICMA University forums are a hybrid of the traditional conference educational sessions and the ICMA University workshops. Because they are designed to be highly interactive and skill building in nature, the forums are limited in enrollment to 250 participants. Although there is no fee to participate in a forum beyond the main conference registration fee, preregistration is required because of the ceiling on enrollment, and early registration is recommended.

Economic Engagement: The Power of Inclusion in Challenging Times

Sunday, Sept. 18, 12:45-2:45 p.m.

The 2010 Census results reveal ongoing dramatic changes in demographics. Cities, towns, and counties have experienced growth in the numbers of immigrants and elderly. Since 2000, the Latino population more than doubled in nine states. More and more, successful delivery of services and resource allocation, as well as job creation and support of entrepreneurship, will depend on the effective engagement of all residents. Get an academic perspective on the importance of citizen inclusion for your community's progress, and hear from peers who have successfully engaged all community residents to ensure their jurisdictions' economic vitality. *Practice Group 8 (Democratic Advocacy and Citizen Participation)*

Forum Leader: Nadia Rubaii-Barrett, associate professor, Department of Public Administration, College of Community and Public Affairs, Binghamton University, Binghamton, New York

Labor Relations in the Age of the "New Normal"

Sunday, Sept. 18, 12:45-2:45 p.m.

How are you managing the needs and expectations of your workforce in these difficult budget times? Is yours a union or a traditionally nonunion environment? Are you able to successfully negotiate compensation and work conditions so as to produce quality services and employee stability? Join this forum to learn how to strengthen your management's effectiveness, communicate successfully with elected officials, and improve labor relations in the



“new normal.” *Practice Group 2 (Policy Facilitation)*

Forum Leader: Rob Henken, president, Public Policy Forum, Milwaukee, Wisconsin

The Art and Science of 5G Leadership: Navigating in Disruptive Times

Sunday, Sept. 18, 12:45-2:45 p.m.

Once, all that was needed was to take care of organizational goals. Today, at any point, people (elected, community members, staff) can derail a solid strategy—especially when gaps in interpersonal competence lead to avoidable setbacks. How does a 5G leader realign the organization to the strategy? Technical competency gaps are easily repaired. This session will highlight how four new management tasks reign in the current leadership challenge. *Practice Groups 1 (Staff Effectiveness) and 2 (Policy Facilitation)*

Forum Leaders: Robert Kiely, city manager, Lake Forest, Illinois; David Limardi, city manager, Highland Park, Illinois

Transforming an Organization through Design Thinking

Sunday, Sept. 18, 12:45-2:45 p.m.

After meeting with Tim Brown during the San José conference, the Leadership ICMA Class of 2011 became intrigued with design thinking as a way to transform organizations. Case studies include the city of Decatur, Georgia, and the city of Palo Alto, California. Capstone projects range from the development of an innovative employee orientation program, to a one-stop shop for building development, to a review of procurement processes and procedures for an entire organization. The 2011 Leadership ICMA Class will demonstrate how design thinking and the ideation process can change your organization for the better. *Practice Group 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation)*

Forum Leaders: Jennifer Reichelt, deputy city manager, Great Falls, Montana, and members of Leadership ICMA Class of 2011

ICMA University Forums

"After spending the weekend in Milwaukee last fall as a member of the Planning Committee, I can share without hesitation that this will be one of those conferences that you will talk about for several years. The educational sessions will be at the high level we all expect, and the city itself will far exceed your expectations and match any location we have been to in my recent memory. See you there!"

James A. Bennett

City Manager, Presque Isle, Maine (pop. 9,511)

Six Sigma, and ISO? This session will offer success stories that will help you think differently in this day of "the new normal." *Practice Group 5 (Performance Measurement/Management and Quality Assurance)*

Forum Leader: Craig Rapp, owner/CEO, Craig Rapp, LLC, Washington, D.C.

Changed for Good: Leading Transformation in Your Organization and Your Community

Wednesday, Sept. 21, 8:30-10:30 a.m.

Leadership is about making change happen. How do you successfully lead change? First, understand what it takes for people to transition from opposing change to supporting it. Then learn proven strategies for promoting the need for change and communicating it to your staff and your community. Conduct an assessment of the level of readiness in your own organization or community to embrace ideas for change. Create a plan to implement a major change that includes tactics for success at every stage. Build a system to reinforce and sustain the change once it has taken hold. *Practice Groups 1 (Staff Effectiveness) and 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation)*

Forum Leader: Michelle Poché Flaherty, president and founder, City on a Hill Consulting, Washington, D.C.

Coping with the Budget Crisis: Achieving Fiscal Health and Wellness through Priority-Based Budgeting

Wednesday, Sept. 21, 8:30-10:30 a.m.

Most organizations believe that the changes they have made to survive the current financial crisis will represent a permanent change in the way they do business. Explaining why such traditional responses as making across-the-board cuts, increasing taxes, selling assets, or deferring funding are inadequate solutions for today's problems, forum leaders will explore the tools and techniques needed to achieve fiscal health and wellness through Priority-Based Budgeting for the long term. They will also discuss how to achieve fiscal stability in the short term, align resources with citizens' priorities in the near term, and ultimately determine a responsible level of taxation. *Practice*

Groups 10 (Budgeting) and 11 (Financial Analysis)

Forum Leaders: Chris Fabian and Jon Johnson, senior managers, Research and Advisory Services, Center for Priority-Based Budgeting™, Denver, Colorado

Process Improvement Tools: Progressive Techniques to Simplify Government Processes

Wednesday, Sept. 21, 8:30-10:30 a.m.

As the need to operate with reduced financial resources appears to have become permanent, how do you reinvent your organization so that it delivers services cost-effectively while still meeting citizen needs? Centralize? Decentralize? Outsource? Privatize? Is there "one best way" to approach the process? Do comprehensive approaches like HPO, Baldrige, and Balanced Scorecard provide the answer? What about Lean,



Educational Exhibits and Solutions Track Sessions

If you leave the ICMA conference without spending quality time in the exhibit hall, you will have missed out on a major piece of your conference experience. The exhibit hall is about networking, education, and finding the best solutions to your local government management issues. It's about the business of creating excellence in local governance. Isn't that why you came?

Solutions Track sessions do not require preregistration.

"There is not enough time to see the exhibit hall!" is a common lament. We have addressed this issue by carving out two periods of competition-free time (in addition to Sunday evening) on Monday and Tuesday mornings for strolling the hall, speaking to exhibitors, browsing the bookstore, and attending a Solutions Track session.

The educational content in the exhibit hall is top-notch. With topics chosen by Conference Planning Committee members and select Strategic Partners, the Solutions Track sessions continue to be popular, highly attended cornerstones of the hall. Featuring case study-based presentations about local governments that have overcome challenges through innovative public-private partnerships, these sessions offer you insight into some of the latest innovations in local government management.

Anchoring the exhibit hall is the ICMA Pavilion and Bookstore, where you can check out the latest in ICMA publications and resources. ICMA staff will also be available to answer your questions. Visit the Internet Express stations conveniently located in the hall to check your e-mail, stay on top of office business, or surf the web. Every year the exhibit hall gets better and better!

"One of the strongest draws to this conference is the very, very high quality presentations, courses and information exchange. If you are in local government leadership, this is the place to be!"

David K. Dubauskas
City Manager, Fort Saskatchewan,
Alberta, Canada (pop. 18,653)

Solutions Track

Life in the Green Economy: Chattanooga's Partnerships and Green Jobs

Monday, Sept. 19, 9:45-10:45 a.m.

"The Chattanooga Way" shows how one city made the transition from economic despair in the 1970s to being a SMART City and player in the green economy. Panel members will describe plans to gather and convert performance data into useful intelligence that can be applied to the development of a green infrastructure vision and implementation plan. Audience members will see the connections between planning, partnerships, infrastructure investments, sustainable return on investment-backed business cases, and green jobs. Presented by **HDR, Inc.**

The Cloud Revolution: Transforming GIS for Local Government

Monday, Sept. 19, 9:45-10:45 a.m.

Given the implementation challenges and steep learning curve of traditional systems, not to mention the tough economy with its staff reductions and budget cuts, the benefits of GIS technology have largely eluded local government. But as the city of San Juan Capistrano, California, has discovered, cloud computing can relieve overburdened IT staff, save money and resources, and increase citizen engagement. This session will cover recent developments in Cloud GIS, discuss how San Juan Capistrano embraced this transformative technology, and provide tips for how your city can get started with the cloud. Presented by **Digital Map Products.**

Communicating with Your Community

Monday, Sept. 19, 11:30 a.m.-12:30 p.m.

With the rise of social media, mobile technologies, and the Internet, local governments need to use all communication tools available to send the right information at the right time to the right people. Learn about the Hartford County, Maryland, Sheriff Office's communication strategy and how Monica Worrell, its public information specialist, uses social media, traditional e-mail, and the county's mass notification system to keep her community safe and informed. Presented by ICMA Strategic Partner **Blackboard Connect™ for Government.**

Charting a Course to Zero Waste

Monday, Sept. 19, 11:30 a.m.-12:30 p.m.

Can we achieve zero waste? Whether we can or not, municipalities' ability to reduce the amount of waste they ship to landfills depends directly on their residents' attention to recycling. This session will highlight new and innovative programs to promote recycling and divert useful items from the waste stream. Presented by ICMA Strategic Partner **USAgain, LLC.**

Government 2.0: Delivering Services through Citizen Engagement

Monday, Sept. 19, 12:45-1:45 p.m.

The platform for Government 2.0 is GIS. The same technology that cities and counties use to build map data, perform analysis, and increase internal operational efficiencies is also instrumental in facilitating citizen engagement. Map-based applications allow citizens to report everything from potholes to crime to opinions on where the next park

Educational Exhibits and Solutions Track Sessions



should be located. Citizens are creating real-time map and situational data during disasters. Volunteer groups are organizing according to their locations. Learn how your peers are exploiting their existing GIS capabilities to realize genuine citizen engagement. Presented by ICMA Strategic Partner **Esri**.

Outsourcing Information Technology

Monday, Sept. 19, 12:45-1:45 p.m.

Tight budgets, increasing demand for new tools to enhance productivity, and the pace at which technology evolves place local government IT departments in the spotlight. Is your IT department a good candidate for outsourcing, or can you save money and keep your staff skills up-to-date? Join the Carrollton, Texas, city manager to discuss how a town of 125,000 evaluated these questions and developed a successful strategy. Presented by ICMA Strategic Partner **Plante & Moran, PLLC**.

Meeting the Challenge of Wet Weather Events and Combined Sewer Overflows

Monday, Sept. 19, 2-3 p.m.

Communities face daunting environmental and economic challenges in managing storm-water runoff and combined sewer overflows (CSOs). Like many older cities, Holyoke, Massachusetts, had

a combined sewer system that was incapable of handling heavy rainfall, causing millions of gallons of raw sewage to be released into the Connecticut River during each storm. Demonstrating how Holyoke met this challenge, this session will provide a framework and useful tools to help mitigate CSOs in a variety of circumstances. Presented by ICMA Strategic Partner **United Water**.

2012 Preview: Top 10 Tips for Securing Federal Grants

Monday, Sept. 19, 2-3 p.m.

With a moratorium on earmarks, many communities, especially smaller to mid-sized ones, must be able to stand out from the crowd when competing for federal dollars for projects. Learn how your community can make an impression, and get a preview of which federal programs will be best suited for local governments in 2012. Presented by ICMA Strategic Partner **The Ferguson Group, LLC**.

Engage Your Citizens with Technology

Tuesday, Sept. 20, 9:45-10:45 a.m.

Connected citizens take pride in a world they help to create, driving the demand for transparency, collaboration, and participation in government. Cartegraph's YourGOV is a pair of innovative citizen request applications that allow citizens

to personally report nonemergency issues and service requests via the web or directly from their Android-equipped smartphones and Apple iPhones. Find out how other organizations have implemented this program and enjoyed a significant return on their investment. Presented by ICMA Strategic Partner **Cartegraph**.

Sustainable Innovation in Milwaukee's Water Sector

Tuesday, Sept. 20, 9:45-10:45 a.m.

Veolia Water North America recently partnered with the city of Milwaukee and the Milwaukee Water Council to introduce the first ever Water Impact Index. This new tool considers both the quantity of water used in an area and the effect of water quality and local availability aspects on the system in order to establish a "water footprint" that reveals the true water resource impact and relative value of alternatives for facility upgrades. In conjunction with carbon footprint, risk, and cost analysis, the Water Impact Index provides local leaders with the information they need to make economic development and infrastructure decisions that are financially and sustainably viable. Presented by ICMA Strategic Partner **Veolia Water North America**.

Benefits of Water Efficiency Measures

Tuesday, Sept. 20, 11 a.m.-noon

Communities have typically met the growing demand for water through new supply, a solution that has become increasingly more challenging and costly. Through its consultant, CDM, the Public Service Commission of Wisconsin is undertaking a statewide water conservation and efficiency program to reduce the need for additional water and thus save money. This session will assess the statewide applicability and cost-effectiveness of viable water efficiency measures and leak detection programs, and provide guidance that utilities and municipalities can use to evaluate ben-

"The value of the ICMA conference to me? In a nutshell, it's networking and new ideas. With a relatively small investment of time and money, the ICMA conference has returned dividends to my community and to my professional growth worth significantly more than the initial cost. You can't buy this kind of professional development anywhere else."

Lee Szymborski

City Administrator, Mequon, Wisconsin (pop. 23,132)

discuss how the council and the region have brought industry, academia, and government together to drive economic growth and provide a framework by which other communities can address and further their own water-related initiatives. Presented by ICMA Strategic Partner **Badger Meter, Inc.**

Use Your Brand to Buy Share in a Down Economy...without Spending a Dime

Tuesday, Sept. 20, 12:45-1:45 p.m.

When the chips are down, communities may find their organizations, businesses, and citizens fighting to preserve their own pieces of the pie. But some communities are using their brands as organizational linchpins to rally efforts and pull together assets for a more competitive community. This empowering session will demonstrate how you too can use your brand to bridge fiscal relationships with the private sector and thereby reap reputational advantage without spending a dime. Presented by **North Star Destination Strategies.**

efits for their own systems. Presented by ICMA Strategic Partner **CDM.**

Partnerships 2.0: Leveraging the Private Sector to Create More Sustainable Communities

Tuesday, Sept. 20, 11 a.m.-noon

Whether it's formed for short-term consulting or long-term outsourcing, a partnership should be as unique as the community it's designed to serve. In this session, experts in municipal management and public-private partnerships will walk attendees through a range of partnership models, and advise on how

to select the right partner and assess the economic, environmental, and social value that a partnership can bring to a community. Presented by ICMA Strategic Partner **CH2M HILL.**

Water as Economic Development

Tuesday, Sept. 20, 12:45-1:45 p.m.

Working with the Water Council, the Milwaukee region has focused on its water technology cluster to provide economic development for the region as well as to capitalize on the synergies within the region to help solve major global water issues. This session will

Frontier Airlines Center



Special Sessions

Special sessions do not require preregistration unless otherwise noted.

Solar America Communities Workshop: Getting Started with Solar in Your Community

Sunday, Sept. 18, 8 a.m.-noon

This session is free but requires preregistration.

This session will examine how to create a local-level solar program; incorporate solar into comprehensive, energy, and sustainability plans; finance solar projects; and install solar on municipal and other community facilities. To this end, it will focus on developing a common vocabulary and an understanding of solar technologies; examining the benefits of and barriers to local solar installations; and learning what steps a community can take to go solar and where it can get more information on such topics as technologies, installation, and financing.

Speed Coaching

Sunday, Sept. 18, 10-11:45 a.m.

This session is free but requires preregistration; space is limited.

Speed coaching is back again in Milwaukee! If you have nagging career questions and want to get or give fresh perspectives, attend this session.

County Administrators' Idea Exchange

Sunday, Sept. 18, 12:45-2:45 p.m.

The National Association of County Administrators will host an idea exchange—an informal roundtable

"This will be my 35th ICMA Conference! I have learned as much about the profession from my colleagues and presenters at these conferences as any other source. Plus you can relax and enjoy the process while you engage and learn!"

Karl Nollenberger

Assistant Professor, University of Wisconsin, Oshkosh, Wisconsin (pop. 62,916)

discussion for county administrators to discuss issues that are important to county governance.

Are You Ready for Retirement?

Monday, Sept. 19, 11:15 a.m.-12:30 p.m.

What financial steps should you take as you near retirement? Topics in this session will include investment and other effective strategies for managing money near and at retirement; ways to maximize contributions and protect assets; and inflation and other key barometers for retirement saving. Sponsored by ICMA-RC.

Applying ICMA's Code of Ethics to Council-Manager Relationships: MPA Student Session

Monday, Sept. 19, 11:15 a.m.-12:30 p.m.

In this special session, MPA students will have a chance to discuss ethical issues in local government with veteran professionals and to network with their peers. After the session, plan to continue discussions and networking over lunch.

Encore, Encore: Creating a Fulfilling Next Life Phase

Monday, Sept. 19, 11:15 a.m.-12:30 p.m.

Many baby-boomer managers have retired or will soon retire from full-time local government management. This session, presented by Cal-ICMA's Encore Manager Program, will offer tips for retiring senior managers on how to think about, pursue, and transition into their next life phase of meaningful experiences; stay connected with the profession and their peers; and enjoy an energetic and fulfilling retirement.

Sharing Crime Prevention Approaches for Central America

Monday, Sept. 19, 11:15 a.m.-12:30 p.m.

Since 2009, through the USAID-funded Municipal Partnerships for Violence Prevention program, ICMA has been facilitating partnerships between municipalities in El Salvador and Panama, and U.S. cities and counties in California, Florida, and Texas, to promote community-oriented approaches to crime prevention. In this session, representatives from several of these partnerships will showcase their efforts to combat crime and violence in Central America.

Tools and Techniques to Pay for, Improve, and Sustain Environmental Infrastructure

Monday, Sept. 19, 11:15 a.m.-12:30 p.m.

How can you finance and maintain the infrastructure for your drinking water, wastewater, and storm-water management systems and remain in compliance with federal regulations? At this session, you'll learn about the Financing for Environmen-





tal Compliance website, which provides a step-by-step process to help communities develop a sound infrastructure financing plan. The site also contains financial and technical resources; the Financial Dashboard designed by the Environmental Compliance Center at Boise State University in Idaho to help decision makers understand how their financial decisions affect the sustainability of the water systems; and local government innovations in green infrastructure, low-impact development, and green roofs.

Using Citizen Surveys to Make Tough Budget Decisions

Monday, Sept. 19, 11:15 a.m.-12:30 p.m.

Citizen surveys, done properly, reflect the voice of a representative cross-section of residents. Learn how new analyses of citizen and employee surveys can be used to focus internal and external attention on building stronger local government organizations. Panelists will include representatives from local governments that have used surveys to improve services.

Managers as Faculty

Monday, Sept. 19, 4-5 p.m.

This session is for every manager who feels called upon to help develop the next generation of managers, whether as a guest lecturer in a college classroom or as an adjunct or full-time faculty member in a graduate MPA program. Join this informal discussion and share your experiences, exchange ideas, and learn where to find and how to use teaching resources.

Special International Workshop

Strangers in Strange Lands: Overcome the “Fear Factor”

Thursday, Sept. 15, 1-6 p.m.; Friday, Sept. 16, 9 a.m.-4 p.m.; and Saturday, Sept. 17, 7 a.m.-3 p.m.

Preregistration is required, and there is an additional registration fee for this multi-day event: \$400 for ICMA members; \$500 for nonmembers.

Are you looking for an opportunity to make a contribution beyond the boundaries of your community? Many ICMA members answer yes but then find that the prospect of working in developing and transitioning countries can be daunting.

In this newly redesigned workshop presented by ICMA International, participants will design a basic training skills module and, working “face-to-face” through an interpreter, present it live in webinar format with two-way video to participants in a developing country. This practicum is part of an intensive two-and-a-half-day session that will help you understand the prerequisites, challenges, and benefits of doing international work focused on local government; the goals and expectations of the donor community; and what training and consulting are like where local government decentralization is just beginning.

President’s Colloquium: Leadership in Building Sustainable Communities

Monday, Sept. 19, 4-5 p.m.

As local government managers, we’re finding that the context of our work and the skills required for us to be effective are changing rapidly. How can we help to create thriving, resilient, democratic, and sustainable communities and neighborhoods in the 21st century? What management, technology, and leadership skills do we need to acquire or hone to improve the quality of life in the communities we serve?

Working Internationally: Creating Excellence in Local Governance Worldwide

Monday, Sept. 19, 4-5 p.m.

Members and their professional staff are among ICMA’s most valuable assets in implementing international programs. Their knowledge and experience help to foster transparent governance, community participation, and effective service delivery in developing and transitioning countries worldwide. Participants in recent programs will share their experiences and describe how you and your city or county might get involved.

Are You Bound by Tradition?

Tuesday, Sept. 20, 12:30-1:45 p.m.

Police, fire, and emergency medical services normally consume the largest share of a community’s general fund budget. Yet they often resist efforts that could make them more sustainable, effective, and efficient. Are you and your chief taking advantage of new ideas and approaches, or is “tradition” hindering your progress? How can your departments better use the resources that are dedicated to protecting your citizens?

Performance Management in the 21st Century

Tuesday, Sept. 20, 12:30-1:45 p.m.

ICMA executive director Bob O’Neill and GFOA research and consulting director Anne Kinney will present the framework of the National Performance Management Advisory Committee, focusing especially on what the committee will mean and what opportunities it will present for current and aspiring city and county managers. The presentation will be preceded by an open forum and discussion facilitated by Jim Holgersson, Leadership Committee chair for ICMA’s Center for Performance Measurement.

Special Sessions

Conversation with State Leagues

Tuesday, Sept. 20, 12:30-1:45 p.m.

This annual session will provide a unique opportunity for conference attendees to engage with state league officials around timely issues to be determined in the months ahead.

Keys to Resiliency in Recovering from a Disaster

Tuesday, Sept. 20, 12:30-1:45 p.m.

Increasingly, communities are recognizing the need to be resilient in the face of natural and man-made disasters—to be able to rapidly “bounce back” to normal. This requires a regional and collaborative effort among stakeholders in government and the private and nonprofit sectors. Learn about the importance of

community functioning across sectors for effective disaster recovery, and find out why building community resilience makes sense as an economic development strategy.

Learning with Intent

Tuesday, Sept. 20, 12:30-1:45 p.m.

As we advance in our careers, we tend to look for the same types of dramatic revelations we had at the beginning, so we’re sometimes disappointed when we walk away from a training session with only a small lesson. Join members of the credentialing advisory board for an interactive session on how to learn with intent, capitalize and reflect on small lessons, and take your professional development to a higher level.

Making Livability Real: How to Translate the Federal Livability Principles into Everyday Action

Tuesday, Sept. 20, 12:30-1:45 p.m.

In 2009, the U.S. Department of Transportation, U.S. Environmental Protection Agency, and the U.S. Department of Housing and Urban Development established six principles for sustainable communities. Working collaboratively with the National League of Cities, the National Association of Counties, and the National Association of Regional Councils, ICMA is examining how to create locally implementable solutions to make such communities a reality. This session will review current research and other possible mechanisms to accomplish this goal.

Special Meetings

State Officers’ Roundtable

Saturday, Sept. 17, 3:15-4:45 p.m.

State officers and members active in their state associations are encouraged to participate in an interactive discussion with the ICMA Executive Board, senior advisors, and staff liaisons on strengthening the partnerships between ICMA and state associations.

Member Task Force and Committee Meetings

Sunday, Sept. 18, 8:30-11:30 a.m.

Most ICMA member task forces and committees will meet on Sunday morning; some groups will meet longer than others. Task force and committee members will receive communications this summer providing further details.

Regional Meetings

Sunday, Sept. 18, 11:45 a.m.-12:30 p.m.

ICMA members from the five U.S. regions will meet with their regional vice presidents to discuss key organizational

issues and initiatives, and to share information on activities within the region.

International Affiliate Organizations

Monday, Sept. 19, 2:30-3:45 p.m.

Representatives of the affiliates report on issues facing local governments in their countries and explore ways to work with ICMA and the other affiliates.

Early-Career Professionals Meeting

Monday, Sept. 19, 4-5 p.m.

If you are not yet eligible for credentialing but are committed to the profession and want to develop and strengthen your leadership and management capacity, this meeting is for you. The Emerging Leaders Development Program is designed for entry-level to midcareer local government employees. Classes are based on ICMA textbooks and taught by career professionals in a teleseminar format. Each participant is paired with a manager to act as a career coach over the two-year program and must com-

plete a management application project to graduate. Attend this meeting for more information, to meet current participants and coaches, and to learn about the Leadership ICMA program and other opportunities for young professionals.

Annual Business Meeting

Tuesday, Sept. 20, 9:45-10:45 a.m.

The annual business meeting will feature reports from the ICMA president, ICMA executive director, and ICMA-RC president.

State Secretariat Meeting

Wednesday, Sept. 21, 8:30-10 a.m.

State association staff are invited to meet with colleagues to find out how services are provided in different states. Bring along your latest conference ideas, Strategic Partner program tips, newsletter suggestions, and professional development initiatives.

Meetings do not require preregistration.

Special Events

Register for special events online at icma.org/conference2011 except as noted.

"Great ideas and superb networking with an incredibly experienced and diverse group of managers from across the country and around the world. It's the training opportunity for city managers."

Chris Hillman

City Manager, Clearfield City, Utah (pop. 25,974)

Luncheon for Women in Professional Local Government Management

Sunday, Sept. 18, 12:45-2:45 p.m.

As ICMA members, we pledge to act in our personal and professional lives with integrity to merit the trust and confidence of those we serve. What does that require of us? What tends to trip us up in everyday conduct? How do we inspire those around us to live up to the highest standards? Join ICMA's director of ethics and three former chairs of the ICMA Committee on Professional Conduct for a thought-provoking and insightful conversation about ethics. All participants will have an opportunity to share their most challenging ethical concerns. But this will not be a heavy conversation. All three panelists will also share their most memorable Tenet 13 moments. \$35.

Facilitator: Martha Perego, director of ethics, ICMA, Washington, D.C.

Panelists: Pam Brenner, town administrator, Peterborough, New Hampshire; Kay James, city manager, Canandaigua, New York; Charlene Stevens, assistant county manager, Sedgwick County, Kansas

Networking Mixer

Sunday, Sept. 18, 7-9 p.m.

This event is free, but preregistration is required as space is limited.

Mix and mingle with managers, up-and-comers, students, and everyone in between. All are invited to the networking mixer following the Opening General Session. Wear your name badge and bring your business cards! Hors d'oeuvres, raffles, and complimentary beverage tickets.

Inspirational Breakfast

Monday, Sept. 19, 7-8:15 a.m.



For 30 years, Stuart Briscoe served as senior pastor of Elmbrook, a nondenominational Christian church that grew from a mere 300 to an astonishing 7,000

regular attendees, becoming the largest church in Wisconsin and starting eight other churches. In 1998, after decades on local radio, Stuart and his wife, Jill, began distribution of *Telling the Truth*, a Bible-based radio broadcast heard worldwide. Today they travel throughout the world providing leadership training and support to missionaries in the field, fledgling churches, pastors, and lay leaders. Come hear his message of encouragement and inspiration. \$30.

Assistants' Luncheon

Monday, Sept. 19, 11:15 a.m.-12:30 p.m.

All conference attendees are invited to enjoy lunch and a presentation by ICMA president David Childs, assistant county manager of Washoe County, Nevada, who is the first assistant to hold the office of

president of ICMA. He will share his career highlights and offer words of inspiration. You don't want to miss this wonderful opportunity to share with, learn from, and connect with your colleagues. \$35.

Assistants' Forum

Monday, Sept. 19, 4-5:15 p.m.

What is your next move career-wise? Do you want a bigger job, larger community, smaller community? Are you seeking a manager's position? Join assistants and early-career professionals from around the country for a facilitated, interactive discussion on career planning. Preregistration is not required. Snacks and cash bar are provided.

Assistants' Exchange Program

The Conference Host Committee is offering an Assistants' Exchange Program on **Friday, September 16**, prior to the ICMA Annual Conference. This opportunity will involve spending the day as the guest of a participating local government in the greater Milwaukee area.

The exchange program is open to all assistants who are ICMA members. Selections will be made on a first-come, first-served basis, but efforts will be made to accommodate as many participants as feasible. Visit the Assistants' Exchange Program page of icma.org/conference2011 for information on how to apply.



Field Demonstrations

Register for field demonstrations online at icma.org/conference2011.

Bayshore Town Center: A Public-Private Partnership Extreme Makeover

Sunday, Sept. 18, 12:45-2:15 p.m.

Maintaining ongoing economic vitality is a challenge for many communities. The city of Glendale, Wisconsin (population 13,049), accepted that challenge by creating an energized, redefined sense of place from a half-century-old mall. The resulting Bayshore Town Center—a 1.2-million-square-foot redevelopment and expansion project—offers the characteristics of a traditional downtown by incorporating retail, restaurant, office, entertainment, and residential space. A partnership of the city of Glendale, the mall owner, the developer, and the state accomplished this transformation in only a few years. Learn what made this partnership and project a success. Comfortable walking shoes are recommended. *The bus trip takes 10 minutes. \$18.*

Milwaukee's Historic Third Ward: BID 2

Sunday, Sept. 18, 12:45-2:15 p.m.

Just south of downtown Milwaukee, the historic Third Ward is Milwaukee's premiere arts and fashion district, filled with early 1900s warehouses converted into residential lofts, office space, and retail. But in the 1960s, highway construction displaced neighborhood

residents, and the trucking industry and suburban growth led to the decline of warehouse operations and industry. In the 1980s, a neighborhood renaissance began when the National Register of Historic Places recognized the district and accepted 70 buildings spanning about 10 square blocks. During this field demonstration, participants will learn about the Third Ward's business improvement district and architectural review board, and about special events designed to engage the local community, such as a quarterly Gallery Night. *There is no fee for this field demonstration. 10 minute walk.*

Mequon Nature Preserve: Preserving Open Space through Partnership

Monday, Sept. 19, 9:45 a.m.-12:15 p.m.

The Mequon Nature Preserve started from a public-private partnership to preserve land on the urban edge and restore it to its 1830s condition. Since 2000, the city of Mequon (population 23,132) and its partners have purchased 438 acres and established an environmental center. Participants will learn about adaptive land restoration and preservation techniques, as well as about how the public-private partnership made the preserve financially possible. The project has cost close to \$11 million, but Mequon's investment is only 25 percent.



The field demonstration will also feature a former church that has been readapted with "green" technology to serve as the education center. Comfortable walking shoes are recommended. *The bus trip takes 30 minutes. \$18.*

Pabst Brewery: The Evolution of an Icon

Monday, Sept. 19, 9:45 a.m.-12:15 p.m.

After operating for over 150 years, the Pabst Brewery closed in 1996 leaving a seven-block area of downtown Milwaukee vacant. With the historic structures deteriorating with each passing day, real estate developer and philanthropist Joseph J. Zilber purchased the complex in 2006. During this field demonstration, participants will learn about the planning and development process that the Zilber team has used to transform this manufacturing complex into a neighborhood built around the themes of historic preservation and sustainability (Leadership in Energy and Environmental Design [LEED®] ND Platinum). *There is no fee for this field demonstration. 10 minute walk.*

Cooperative Flooding: Meeting Flood Management and Redevelopment Goals Together

Monday, Sept. 19, 12:45-3:15 p.m.

The Menomonee River doesn't respect boundaries when it floods. Thus, over the last decade, the communities of Elm Grove (population 6,200) and Wauwatosa (population 47,271), working with the Milwaukee Metropolitan Sewage District, have collaborated with the Wisconsin Department of Natural Resources, the



regional planning agency, two counties, and various citizen action groups to put together a comprehensive flood/redevelopment plan. In the process, the partners also chose to implement different projects and strategies, including a new band shell, pathways, wetland restoration, active recreation, a 315-million-gallon storage facility, business relocations, new development, and the preservation of a historic downtown—all totaling over \$168 million to date. This will be a bus tour with some walking. Comfortable shoes are recommended. *The bus tour takes 15 minutes. \$18.*

LEED® by Example: Johnson Controls Wisconsin Headquarters Campus in Glendale

Monday, Sept. 19, 12:45-3:15 p.m.

A growing number of companies are measuring their performance using the triple bottom-line indicators of economic, social, and environmental impact. Johnson Controls, Inc., demonstrates these concerns in its products and services. The construction and expansion of its headquarters campus are a showcase for its efforts. The campus has received Leadership in Energy and Environmental Design (LEED®) Platinum certification through the U.S. Green Building Council. *The bus trip takes 15 minutes. \$18.*



Growing Power: Addressing Urban Food Deserts in a Sustainable Way

Tuesday, Sept. 20, 12:45-3:15 p.m.

Growing Power is a nonprofit organization and land trust that focuses on the development of community food systems, through which high-quality, safe, healthy, and affordable food is made accessible to communities locally and worldwide. As a key component of these systems, Growing Power develops community food centers to provide hands-on training modules that demonstrate environmentally sound food production practices; these practices can be integrated into any community, including high-density urban areas. Growing Power's Milwaukee headquarters exemplifies how sustainable food can be grown at a relatively low cost by using high-density, intensive urban farming methods. *The bus trip takes 15 minutes. \$18.*

West Allis: First-Ring Suburban Business and Neighborhood Regeneration

Tuesday, Sept. 20, 12:45-3:15 p.m.

West Allis (population 60,529), a mature, first-ring suburb in Milwaukee County, has a strong history of heavy manufacturing and a sizeable amount of formerly industrial acreage. Beginning in 1989, the city began dramatic efforts to redevelop this land with its environmental problems. Having successfully secured state and federal grants, the city was able to create and finance several tax increment financing districts and special-interest areas. This field demonstration will highlight its efforts, with two stops at the redeveloped Summit Place and Farmers Market. *The bus tour takes 10 minutes. \$18.*



ICMA University Workshops

Register for ICMA University workshops online at icma.org/conference2011.

ICMA University workshops offer interactive, intensive training designed to develop skills and enhance knowledge. They support ICMA members' commitment to career-long learning by addressing the ICMA Practices for Effective Local Government Management. Instructors are selected for their knowledge of the topic, understanding of local government issues, and proven ability to effectively teach adults. Visit the ICMA University workshops page at icma.org/conference2011 for descriptions of each workshop.

Baldrige: A Model for Excellence and High Performance in Local Government

Saturday, Sept. 17, 8 a.m.-noon

Practice Groups 5 (Performance Measurement/Management and Quality Assurance) and 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation)

Workshop Leader: Craig Rapp, organizational development consultant, former city manager, and owner/CEO of Craig Rapp, LLC, Washington, D.C.

Budgetopolis: Making Tough Budget Decisions

Saturday, Sept. 17, 8 a.m.-noon

Practice Group 10 (Budgeting)

Workshop Leaders: Doug Bean, adjunct faculty; William C. Rivenbark, professor of public administration and government; Dale Roenigk, lecturer and director of the North Carolina Benchmarking Project; and Donna Warner, director, Local Elected Leaders Academy, UNC School of Government, Chapel Hill, North Carolina

Courageous and Effective Management on the Frontlines

Saturday, Sept. 17, 8 a.m.-noon

Practice Group 14 (Advocacy and Interpersonal Communication)

Workshop Leader: Dele Lowman, assistant to the county manager, Fulton County, Georgia

Leadership, Management, and the Role of Performance Measurement

Saturday, Sept. 17, 8 a.m.-noon

Practice Groups 1 (Staff Effectiveness), 5 (Performance Measurement/Management and Quality Assurance), 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation), and 13 (Strategic Planning)

Workshop Leader: Michael Lawson, director, ICMA Center for Performance Measurement, Washington, D.C.

Asking Your Police and Fire Chief the Right Questions to Get the Right Answers

Saturday, Sept. 17, 8 a.m.-noon

Saturday, Sept. 17, 1-5 p.m.

Practice Group 3 (Functional and Operational Expertise and Planning)

Workshop Leaders: Leonard Matarese, director, Research and Project Development; and Thomas Wieczorek, director, ICMA Center for Public Safety Management, Washington, D.C.

Civic Engagement: Public as Partners, not Enemies

Saturday, Sept. 17, 8 a.m.-noon

Saturday, Sept. 17, 1-5 p.m.

Practice Group 8 (Democratic Advocacy and Citizen Participation)

Workshop Leaders: Edward Everett, community engagement consultant/executive coach, and senior fellow, Civic Engagement Practice; and Pete Peterson, executive director, Davenport Institute for Public Engagement and Civic Leadership, Pepperdine University School of Public Policy, Malibu, California

Getting the Most out of Teams: Facilitation Skills for Managers

Saturday, Sept. 17, 8 a.m.-noon

Saturday, Sept. 17, 1-5 p.m.

Practice Group 2 (Policy Facilitation)

Workshop Leader: Brian Bosshardt, assistant to the county administrator, Los Alamos County, New Mexico

RAPID Innovation: Converting Ideas into Results

Saturday, Sept. 17, 8 a.m.-noon

Saturday, Sept. 17, 1-5 p.m.

Practice Groups 1 (Staff Effectiveness), 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation), and 18 (Personal Development)

Workshop Leader: Patrick Ibarra, cofounder and partner, The Mejorando Group, Glendale, Arizona

Authentic Leadership in the Public Sector: Leadership That Makes a Difference

Saturday, Sept. 17, 1-5 p.m.

Practice Groups 1 (Staff Effectiveness), 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation), 13 (Strategic Planning), and 18 (Personal Development)

Workshop Leader: Craig Rapp, organizational development consultant, former city manager, and owner/CEO of Craig Rapp, LLC, Washington, D.C.

Citizen Survey Basics: Using Surveys to Improve Performance

Saturday, Sept. 17, 1-5 p.m.

Practice Group 4 (Citizen Service)

Workshop Leader: Thomas I Miller, PhD, president, National Research Center, Inc., Boulder, Colorado



Emergenetics: Meeting of the Minds

Saturday, Sept. 17, 1-5 p.m.

Practice Group 6 (Initiative, Risk Taking, Vision, Creativity and Innovation)

Workshop Leader: Kathleen Novak, associate director, Center for Local and Regional Communities, Buechner Institute for Governance, School of Public Affairs, University of Colorado, and former mayor and recent past president of the National League of Cities, Denver, Colorado

Staff Development: Leaving a Legacy Description

Saturday, Sept. 17, 1-5 p.m.

Practice Group 1 (Staff Effectiveness)

Workshop Leader: Felicia Logan, director, leadership programs, ICMA, Washington, D.C.

Financial Planning for Early to Midcareer Managers

Sunday, Sept. 18, 8:30-10:30 a.m.

This workshop is offered through the generous support of ICMA's Strategic Partner ICMA-RC. There is no fee. Practice Group 18 (Personal Development)

Workshop Leader: Kathryn Kurre, CFP®, director, Personal Planning Solutions Team, ICMA-RC, Washington, D.C.

Transitioning into Retirement

Sunday, Sept. 18, 11 a.m.-1 p.m.

This workshop is offered through the generous support of ICMA's Strategic Partner ICMA-RC. There is no fee. Practice Group 18 (Personal Development)

Workshop Leader: Kathryn Kurre, CFP®, director, Personal Planning Solutions Team, ICMA-RC, Washington, D.C.

Workshop Fees, Registration, and Location

Because workshops are not supported by conference registration fees and must be self-supporting, there is an additional registration fee of \$145 for each half-day workshop unless otherwise noted. This fee covers the cost of handouts and certificates; audiovisual equipment rental; refreshments; instructor travel, lodging, and honoraria; and any other costs specific to the workshops.

Preregistration is required, and early registration is recommended as enrollment in each workshop is limited to between 30 and 50 participants to allow for maximum interaction with the instructor and other participants. All workshops will take place on Saturday and Sunday at the Frontier Airlines Center. To register for workshops, go to icma.org/conference2011. For more information, contact customerservices@icma.org.

NEW! Executive Leadership Institute

Leadership: Using the Triangle of Public Interest, Public Reason, and Public Value

Sunday, Sept. 18, 8-11:30 a.m.

The Executive Leadership Institute requires a separate registration fee of \$100. Preregistration is required, and early registration is recommended as space is very limited. Preference will be given to local government managers who have participated in one or more ICMA University leadership development programs, to senior credentialed managers, and to first-time administrators.

The ICMA Executive Leadership Institute provides an opportunity to connect members across generations and experience levels who share an interest in and commitment to leadership development. Join two distinguished presenters in a discussion of contemporary leadership challenges within the current fiscal environment.

There is growing disconnect between political and administrative arenas, and the resultant “gap” between what is politically acceptable and administratively feasible becomes a real challenge for public managers to bridge. The gap concept is interesting because as faith in our traditional institutions diminishes, other institutions are “invited” into the gap, creating incredible complexity and, with it, the need for more engagement to bring order to the chaos.

This highly interactive session will provide a framework for understanding current issues. In addition, it will invite participants to examine the kinds of roles, responsibilities, and skills/assets that will be valued in local government professionals in the next 5–10 years, and will also chart out the expectations and obligations that elected officials and professional staff might have of each other in a model relationship.

Each registrant will receive a copy of Barry Quirk's book, *Re-imagining Government: Public Leadership and Management in Challenging Times*. Participants should come ready to engage in the critical examination of leadership and discuss what it means to be a public manager in this century. *Practice Groups 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation) and 13 (Strategic Planning)*

Institute Presenters: Barry Quirk, chief executive, London Borough of Lewisham, England, and past president and chairman of the Society of Local Authority Chief Executives (United Kingdom); John Nalbandian, professor, Department of Public Administration, University of Kansas, Lawrence, Kansas

Schedule at a Glance

	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.	
SATURDAY		ICMA University Workshops						ICMA University
						Tour: Brewery Tour		
							Tour: Milwaukee	
	Registration and Host Committee Desk							
SUNDAY		Executive Leadership Institute						Field Demos
		Solar America Communities Workshop						County Administrators' Idea Exchange
		ICMA University Workshop						ICMA University Forums
		Member Task Force/Committee Meetings						
					ICMA University Workshop			
		Sports: 5K Fun Run/Walk			Speed Coaching		Regional Meetings	Women's Luncheon and Program
			Tour: Milwaukee Highlights					
			Tour: A Morning on the Water					
		Registration and Host Committee Desk						
			Keynote: Bill George	Educational Sessions		Special Sessions		Educational Sessions
			Solutions Track		Solutions Track		Solutions Track	
			Field Demos				Field Demos	
	Inspirational Breakfast				Marketplace of Ideas and Solutions			
			Partners' Roundtables					
					Assistants' Luncheon			
		Tour: Historic Greendale						
		Tour: Old World Wisconsin						
				Tour: The Sights of Lake Geneva				
					Tour: A Day of Shopping			
	Registration and Host Committee Desk							
		Educational Exhibits/Solutions Theaters/Bookstore/Internet Express						
MONDAY		Keynote: Rebecca Ryan	Solutions Track		Educational Sessions		Special Sessions	
			Annual Business Meeting		Solutions Track		Solutions Track	
						Marketplace of Ideas and Solutions		
						Field Demos		
			Tour: Outlet Mall Shopping and Jelly Belly Factory					
					Tour: The Sights of Lake Geneva			
					Tour: Antiques and Boutiques			
					Tour: Milwaukee's Artwork			
	Registration and Host Committee Desk							
		Educational Exhibits/Solutions Theaters/Bookstore/Internet Express						
TUESDAY		ICMA University Forums			Closing Session: Wes Moore			
			Marketplace of Ideas and Solutions					
		Partners' Breakfast and Educational Session						
		State Secretariat Meeting						
		Tour: Chicago Day Trip (ends 9 p.m.)						
		Tour: Fishing Trip on Lake Michigan (starts 5:15 a.m.)						
			Tour: A Morning on the Water					
					Tour: Kohler Tour			
		Sports: Golf Tournament (starts 6:30 a.m.)						
			Host Committee Desk					
	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.	



SOCIAL *and Partners* PROGRAM

Bold, beautiful, and spectacularly progressive

The perfect summation of Milwaukee today, yet the city remains as genuine as ever. It's the kind of place where you can best experience the very spirit and values that built America. Its traditions of strong family values, proud ethnic heritage, warm hospitality, and emphasis on cultural diversity make Milwaukee an ideal destination, with plenty to see and do. But don't take our word for it—come to the 97th ICMA Annual Conference and find out for yourself!



On behalf of the 2011 Conference Host Committee, we are thrilled to invite you to Milwaukee for ICMA's 97th Annual Conference.

With its Midwest location, the Milwaukee conference promises to be accessible and affordable. To be sure, the ICMA Conference Planning Committee has put together a solid educational program. As for the social program, we believe Milwaukee will knock your socks off... and we're not talking the bobby socks from the "Happy Days" impression that Milwaukee may call to mind.

Sure, we've got The Fonz... and we have beer, bratwurst, and Old World traditions. But in 2011, we also have a city that is sophisticated, diverse, and surprisingly cosmopolitan.

Milwaukee is a city that celebrates its roots as an industrial-based metropolis and maintains a strong manufacturing base. Equally so, Milwaukee is embracing the 21st century. Today's commerce includes such endeavors as freshwater technologies, sustainability ventures, and world-class businesses.

Our social events will give you a taste of Milwaukee's past, present, and future. They will feature the Milwaukee Public Museum, a renowned natural history museum; the Harley-Davidson Museum, a tribute to motorcycling that's for both riders and nonriders alike; and Discovery World, a fresh-water aquarium and technology center overlooking Milwaukee's beautiful Lake Michigan lakefront.

Milwaukeeans love to socialize. After all, this is the "City of Festivals." So when you join us in Milwaukee, we'll make sure that the programs and networking you seek from your conference attendance are enhanced by our city's relaxed manner and enthusiasm to celebrate life.

See you in Milwaukee!

Lee Szymborski
Conference Host Committee Co-Chair
City Administrator
Mequon, Wisconsin

Russell Van Gompel
Conference Host Committee Co-Chair
Village Manager
Brown Deer, Wisconsin

Evening Highlights

Purchase tickets for evening events online at icma.org/conference2011 except as noted.

Saturday Evening Reception

A Night in Old Milwaukee: Milwaukee Public Museum

Saturday, Sept. 17, 5:30-7:30 p.m.

The Milwaukee Public Museum, one of the largest human and natural history museums in the United States, will open exclusively for ICMA for an evening of fun and food. Take a small step back in time to the turn-of-the-century Streets of Old Milwaukee and European Village, wander amid free-flying butterflies from around the world in the Puelicher Butterfly Wing, or visit a Costa Rican rainforest—all in one evening. Strolling entertainers will perform, and food stations will feature both Milwaukee specialties and cuisines from around the world.

Adults and youth, \$20; under 6 years, free. Price includes museum admission, heavy hors d'oeuvres, two free drink tickets, entertainment, coordination, and gratuities.

Visit the Host Desk in the convention center before the party for restaurant information and dinner reservations.

Sunday Welcoming Reception

A Taste of Wisconsin

Sunday, Sept. 18, 5-7 p.m.

Experience the diversity of Wisconsin with the opening of the ICMA Exhibit Hall in the Frontier Airlines Center. Delight in the flavors that make Wisconsin famous.

The cost of the reception is included with the registration fee. Tickets for complimentary registrants are \$35 for adults and \$25 for youth ages 6-16; children under 6 come for free. Price includes hors d'oeuvres, entertainment, coordination, and gratuities. Visit the Host Desk in the convention center before the party for restaurant information and dinner reservations.

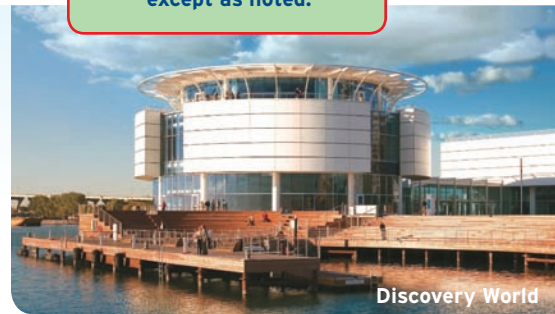
Monday Evening Events

Affiliate, Alumni, and State Association Receptions and Dinners

Monday, Sept. 19, 5:30-7:30 p.m.

Receptions will be held in the Hyatt Regency Milwaukee Hotel. Tickets are not required for affiliate, alumni, and state receptions.

To arrange a room for a Monday evening reception, contact Sallie Burnett (sburnett@icma.org, 864-541-8678) by July 1. If you are planning a state or affiliate organization dinner for Monday evening and need restaurant suggestions, contact Dave Larson with Visit Milwaukee at dlarson@milwaukee.org, 414-287-4224.



Discovery World

Tuesday Evening Event

Wet and Wild: Discovery World and the Harley-Davidson Museum

One inexpensive ticket gets you two high-end attractions!

Tuesday, Sept. 20, 6-10 p.m.

Come visit two of Milwaukee's most unusual attractions for one unbeatable price, thanks to generous sponsorship of the Conference Host Committee. This is a night you can't pass up!

Dive into the world of water at Discovery World, located on the shores of beautiful Lake Michigan. Discovery World is an interactive science, technology, and freshwater facility with aquariums, state-of-the-art exhibits; Wisconsin's historic flagship lake schooner, the S/V *Dennis Sullivan*; and the best views of the lake and city skyline in town. Or... roar into the Harley-Davidson Museum where you will experience the freedom, camaraderie, and pride that Harley-Davidson riders enjoy every time they fire up their machines. From the oldest Harley in existence to exhibits on how current bikes are designed and built with state-of-the-art robotics, you'll see dynamic exhibits and interactive displays, and you'll hear some really cool stories.

Can't decide which to choose? Don't worry; you can enjoy *both!* Just select one location for a full dinner—either a traditional Wisconsin fish boil and fish fry at Discovery World or a barbecue at the Harley-Davidson Museum—and then hop a shuttle to enjoy dessert and entertainment at the other location. Finish up with a nightcap and one of Milwaukee's hottest bands at the Harley-Museum Garage. Adults and youth \$25; under 6 years, free. Price includes dinner, two free drink tickets, entertainment, admission to both venues, transportation, coordination, and gratuities.



Harley-Davidson Museum

Purchase tours online directly from the tour organizer, Professional Events and Consulting, by going to the Tours page of icma.org/conference2011.

All tours require a minimum number of participants and are fully escorted. Youth pricing is based on children aged 12 and under unless otherwise noted. The listed cost includes transportation where noted, admissions, guide fees, and all taxes. If you prefer to explore the Greater Milwaukee area on your own, check out the Host Committee's On-Your-Own guide at icma.org/conference2011, browse through the Visitor Center in the convention center, or stop by the Host Desk for advice.

Brewery Tour

Saturday, Sept. 17, Noon-3:15 p.m.

In 1855, immigrant Frederick Miller purchased the Plank Road Brewery. Today, a replica of that brewery is one of the highlights in Milwaukee's Miller Valley—home of the nation's second largest brewer. Tour Miller's packaging center, its distribution center, and its brew house—8.5 million barrels annually in Milwaukee alone—where you can see where "wort" is boiled and combined with hops. Stroll through Miller's historic Caves, and finish your tour at the Miller Inn, where you can sample a Miller beer. Then it's on to the Lakefront Brewery, an industrious and inventive microbrewery started in 1897. Its rich history includes partnerships with local taverns, preservation of historical pieces, unique tours, and, most importantly, great beer!
Adults \$34 (21 and over only)

"Milwaukee Highlights" City Orientation Tour

Saturday, Sept. 17, 1-4:15 p.m.
Sunday, Sept. 18, 9 a.m.-12:15 p.m.

From the banks of the Milwaukee River, you'll pass city landmarks such as Miller Park, the Domes, Allen Bradley Clock Tower, and St. Josaphat's Basilica en route across the Hoan Bridge over the Port of Milwaukee and the Summerfest grounds. Travel past the marinas and parks, and discover the history of Milwaukee. Stop off to enjoy a docent-led tour of the Pabst Mansion: boasting stunning interiors, original furnishings, the finest wood craftsmanship, intricate ironwork, stained glass, and rare art, the mansion helped make the 1890s the "Pabst Decade" in Milwaukee.
Adults/youth \$37

A Morning on the Water

Sunday, Sept. 18, 9:15 a.m.-noon
Wednesday, Sept. 21, 9:15 a.m.-noon

All aboard Milwaukee's most informative tour by boat! Expect to learn of Milwaukee's brewing history, German heritage, manufacturing contributions, famous locales, and current "Renaissance" as you travel along the Milwaukee River and out onto Lake Michigan. After a trip along the water, you will be transported to Bradford Beach for a midmorning snack: famous Wisconsin custard at Northpoint Custard stand.
Adults/youth \$59

Milwaukee Foods

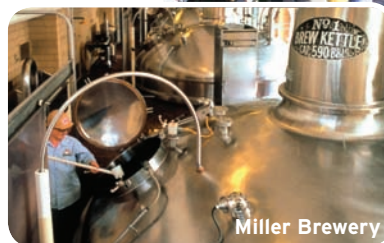
Sunday, Sept. 18, 7:15-10:15 p.m.

After the Welcoming Reception, experience Milwaukee's German ethnic heritage on Old World Third Street; then eat, drink, and socialize your way into restaurants along the RiverWalk in the Weston neighborhood. This 1.2-mile progressive meal includes a specialty spice shop, a nationally renowned German eatery, America's oldest sausage maker, a Wisconsin cheese shop, German- and Milwaukee-brewed beers, and an array of restaurants along the Milwaukee RiverWalk. Pricing includes all food tastings and drink samples.
Adults \$51, youth \$46

Brewery Tour by Boat

Sunday, Sept. 18, 7:15-10:45 p.m.

After the Welcoming Reception, enjoy a taste of Milwaukee's most famous



brews—all while traveling down the Milwaukee River.

Milwaukee's own Lakefront Brewery, started in 1897, has become a Milwaukee landmark. Its rich history includes partnerships with local taverns, preservation of local historical pieces, unique tours, and great beer. Next stop is another Milwaukee favorite, Rock Bottom Brewery. Last stop is the Milwaukee Ale House, where the microbrewery expert will explain the history of the establishment, and guests will be invited to sample a few of its most famous microbrews. This is a brewery tour only: beverage samples, but no food, will be served.
Adults \$58 (21 and over only)

Historic Greendale

Monday, Sept. 19, 8 a.m.-1 p.m.

Enjoy a 20-minute guided tour of historic downtown Greendale and stroll through Greendale's shopping district. Then visit the Reiman Publications Visitor Center and take advantage of a 10 percent discount at the Reiman Publications/Taste of Home outlet store. From there, you'll move on to the famous Boerner Botanical Gardens. Nestled in beautiful Whitnall Park, these

internationally recognized, formal gardens include annuals, perennials, roses, peonies, herbs, and wildflowers. The setting is reminiscent of an English country manor, with glacial fieldstone walls and historic, handcrafted limestone statuary. Lunch is in one of the feature dining rooms with a view of the gardens.

Adults/youth \$73

Old World Wisconsin

Monday, Sept. 19, 8 a.m.-2 p.m.

Old World Wisconsin was conceived in commemoration of the lives of the early settlers. Fashioned after the open-air museums in Europe, the museum has over 65 relocated and restored historic buildings that span 576 rolling, wooded acres in the Kettle Moraine Forest. This is an interactive experience with demonstrations and reenactments; Old World Wisconsin is still a working farm with live animals, which adds to the guest experience. Enjoy lunch in the rustic Clausing Barn, built in 1897. Travel time is about 45 minutes each way. *Adults \$72.50, youth \$62*

The Sights of Lake Geneva

Monday, Sept. 19, 10 a.m.-3 p.m.
Tuesday, Sept. 20, 10 a.m.-3 p.m.

Relax and enjoy all the scenic beauty of the lake as you cruise completely around Lake

Geneva in two hours. You won't miss any of the unique estates, and you'll also receive an in-depth commentary about the history of the area. This lunch cruise passes by the villages of Williams Bay and Fontana and takes in the world-famous Yerkes Observatory and historic Black Pointe Estate. Travel time to the lake is about 45 minutes each way.

Adults/youth \$65

A Day of Shopping

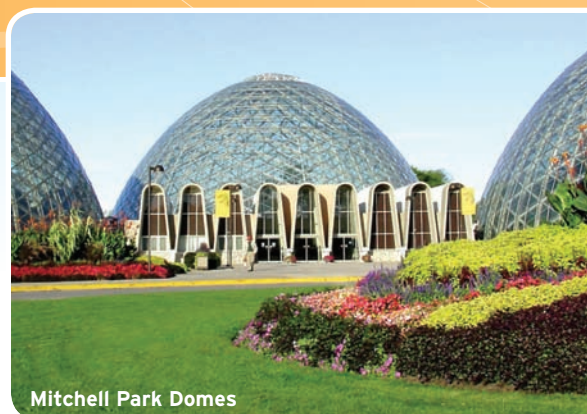
Monday, Sept. 19, 11:30 a.m.-4:30 p.m.

Stop one is the Milwaukee Public Market, home to 20 family-owned specialty food vendors offering an array of fresh fruits, cheeses, fish, meats, and poultry. Then walk to the historic Third Ward, Milwaukee's arts and fashion district, with the city's most dynamic array of restaurants, spas, theaters, galleries, and shopping—all in a historic warehouse setting. Stop two is the Bayshore Town Center, an outdoor shopping district. Visit one of the fabulous stores, enjoy luxury and stylish bowling at IPic, or just explore the surroundings. *Adults/youth \$33.50*

Outlet Mall Shopping and Jelly Belly Factory

Tuesday, Sept. 20, 9 a.m.-3 p.m.

Sweet sensations and a world of delight await you at the Jelly Belly Center, where visitors can tour the warehouse and



Mitchell Park Domes

taste the magic of the original gourmet Jelly Belly. The Jelly Belly Express Train stops at a variety of stations with monitors showing the company's century of candy. You'll also see Jelly Belly Bean Art, a line of dancing characters, and giant jelly beans overhead as you travel down "Candy Alley." At the store, visit the Sample Bar to try every flavor. After you've had your fill of sweets, discover great outlet prices, wide selections, and name brands at the Pleasant Prairie Mall. Travel time is about 40 minutes each way. *Adults/youth \$32*

Antiques and Boutiques

Tuesday, Sept. 20, 10 a.m.-3:30 p.m.

Combine Old World charm with a one-of-a-kind shopping experience and a boutique winery tour. At Cedar Creek Settlement you'll find a charming historical village, complete with a blacksmith, nestled in a restored circa 1864 woolen mill. Start with a self-guided tour of exquisite shops, with specialty gifts, a pottery shop, art galleries, and antique shops. Then enjoy a delicious lunch of crepes in the peaceful, rustic surroundings of the old mill overlooking Cedar Creek. End with a tour of the Cedar Creek Winery, including a short history of the winery building, a visit to the underground limestone cellars, and a short video on the art of winemaking. *Adults/youth \$58*

Milwaukee's Artwork

Tuesday, Sept. 20, 11 a.m.-4 p.m.

After lunch at the historic pavilion of Lake Park Bistro nestled on a bluff overlooking Lake Michigan, we'll take a short drive to the world-famous Santiago Calatrava-



Chicago, Illinois





Milwaukee Art Museum

designed Milwaukee Art Museum for a guided tour through collections and dramatic architecture. You'll also have time to explore on your own or shop at the museum store. Then we'll go to the Mitchell Park Domes, where you can experience a desert oasis, a tropical jungle, and themed floral gardens...all in one afternoon! Under the Arid Dome you'll find one of the world's finest collections of cacti, succulents, shrubs, and arid-land bulbs. The jungle-like trails of the Tropical Dome offer a rich diversity of plants from the rainforests of five continents, as well as many colorful birds. A themed floral exhibit fills the Floral Show Dome with gardens of color.
Adults \$59, youth \$49

Fishing Trip on Lake Michigan

Wednesday, Sept. 21, 5:15-11:30 a.m.

Launching from the McKinley Marina, participants will go out in groups of six per boat. With a captain and first mate on each boat to help coach the angler, you'll have the opportunity to catch as many fish as you can. Lake Michigan has the largest sport fishery on the Great Lakes, and the trout, salmon, walleye, and small-mouth bass are world class. Tour price includes mandatory fishing license fee.
Adults/youth, \$164

Chicago Day Trip

Wednesday, Sept. 21, 8 a.m.-9 p.m.

Experience the magnificence and grandeur of America's Windy City—Chicago, Illinois. Ride 103 floors up to the top of Willis Tower for breathtaking views of the city and its astonishing architecture. Back on the ground, you'll stop at Navy Pier with its boardwalk, its 150-foot ferris

wheel, and countless shops, as well as unusual restaurants. and food outlets for lunch on your own. Next is a stop at one of Chicago's many famous museums; you can choose from among three options: Shedd Aquarium, the Field Museum, or the Adler Planetarium. Then spend the afternoon listening to dazzling music and seeing design and architecture in Chicago's Millennium Park. Finally, end your day with a trip down Michigan Avenue—a grand boulevard filled with exclusive shopping, glitzy hotels, and landmarks like the John Hancock Center and the Tribune Tower—where you'll find the perfect place to dine on your own. Travel time is about 1.5 hours each way.
Adults \$88, youth \$79



Kohler Tour

Wednesday, Sept. 21, 10:15 a.m.-5 p.m.

Go behind the scenes for a fascinating look at how Kohler bathtubs and faucets are made. This three-hour, three-mile walking tour is a celebration of American imagination and industry. For lunch, enjoy casual pub fare and an amazing selection of American microbrews at the Horse and Plow. Handsomely decorated in rich wood, brass, and stained glass, this casual historic tavern was once the tap room for Kohler Company workers who lived at the American Club. The tabletops, made from the original American Club bowling alley, perpetuate this historic tradition. Travel time is about 50 minutes each way.
Adults/youth, \$60 (14 and over only)

Sports

Purchase tickets for sports events online at icma.org/conference2011.

5K Run/Walk

Sunday, Sept. 18, 7:30-10 a.m.

The annual ICMA Conference 5K Run/Walk will be held along the beautiful Lake Michigan shoreline in Milwaukee County's Veteran's Park. The certified 5K route begins and ends at the Milwaukee County Sailing Center adjacent to the McKinley Marina. The course is near conference hotels, so participants will be able to walk or run directly to it. Afterwards, enjoy refreshments and healthy goodies at the McKinley Marina Shelter.
\$25. Ticket price includes refreshments, running shirt, awards, and other race-related festivities.

Bowling Event

Sunday, Sept. 18, 7:30-10:30 p.m.

After the opening reception, the local host committee is offering the first ever ICMA Bowling Event. Jump on a bus, travel to a local bowling alley, and enjoy the Milwaukee flavor and history of bowling.
\$25. Ticket price includes lanes, shoes and ball rental, food, drink, and transportation.

Golf Tournament

Wednesday, Sept. 21, 6:30 a.m.-2 p.m.

The shotgun-start event will be held at the Brown Deer Park Golf Course, which has hosted PGA tour and USGA national championships, including Tiger Woods's first professional tournament, and has been played by many other professionals, including Jack Nicklaus and Arnold Palmer. Designed by George Hanson, the Brown Deer Park golf course opened in 1929 and was partially redesigned by Andy North and Roger Packard in 1991. The 18-hole course features 6,716 yards of golf from the longest tees for a par of 71. The course rating is 72.6 with a slope rating of 132 on Bent grass. The challenging layout offers 60 sand-filled bunkers, tree-lined fairways, and water winding throughout, and the clubhouse is a designated historic site.
\$75. Ticket price includes cart, golf range, lunch, and transportation.

Partners' Program

ICMA's Partners' Program recognizes the significant role that the partner and family play in the success of a local government professional's career. In addition to the events described below, partner conference registration includes a ticket to the Sunday Welcoming Reception, attendance at any of the general educational and keynote sessions, and access to the exhibit hall. Stop by the informal Partners Lounge to find old friends and make new ones.

Partners' Roundtables on Hot Topics

Monday, Sept. 19, 10 a.m.-12:30 p.m.

Enjoy a light brunch and engage in various roundtable discussions of issues facing the partners and families of local government managers. This is an excellent opportunity to make new friends and get reacquainted with old ones.

Partners' Service Project

Tuesday, Sept. 20

The Partners' Program is offering all conference partners the opportunity to volunteer in a service project within the Milwaukee community. More details, including specific times, will be posted as they become available at icma.org/partnersprogram.

Partners' Breakfast and Educational Session

Inside Public Management: Navigating a Rollercoaster of Emotions

Wednesday, Sept. 21, 8:30-10 a.m.



If we listen carefully, we can hear the drumbeat of constant change in a complex world, where few things are black and white. To prosper and maintain harmony in our most

important relationships, we need to understand and deal adaptively with our own emotions and behavior as well as those of others. We will explore and discuss important topics to help maintain healthy relationships and partnerships.

Speaker: David Limardi, city manager, Highland Park, Illinois, and past president of ICMA

Partners' Conference Assistance Program

Applications are being accepted for this year's Partners' Conference Assistance Program, which provides the partner of an ICMA member with a scholarship and complimentary conference registration. All partners of ICMA members who have not attended a conference are eligible. An application completed by the partner that details interest in attending the conference must be received by July 15, 2011. You can enter your application online at icma.org/partnersprogram.

Inside Info

Attire and Temperature

Milwaukee's weather in September is typically mild and sunny, with average daytime temperatures in the low-70s and average nighttime temperatures in the mid-50s. Check the extended forecast before leaving home. Casual attire is the norm for sessions, tours, and ticketed evening events. Only a few of the finest restaurants may require coat and tie; otherwise, relax and be informal.

Location of Conference Events

Located at 400 W. Wisconsin Avenue, the Frontier Airlines Center is the primary site for most of the ICMA conference activi-

ties. A number of workshops, sessions, and small meetings, as well as the Monday evening state/alumni/affiliate receptions, will take place at the nearby Hilton Milwaukee City Center and Hyatt Regency Milwaukee hotels. Host committee guides will be on hand in the convention center and conference hotels to answer your questions and give advice about not-to-be-missed area attractions.

Restaurants

It's just a matter of taste—your taste. You'll find plenty of restaurants that run the gamut in both the style and ethnicity of cuisine. From progressive American to

German to traditional French and Italian to Indian, Milwaukee's dining choices are as diverse as its people. Milwaukee has a restaurant to fit your tastes and your pocketbook. Also, consider dining in any one of the downtown conference hotels, each of which has a great reputation for serving up some of the top dining experiences the city has to offer. Visit the restaurant reservation desk near the Host Committee area in the Frontier Airlines Center for restaurant information and assistance with reservations. \$ To stretch your dollars, enjoy free lunches in the conference exhibit hall on Monday and Tuesday.

Inside Info

Getting around in Milwaukee

Milwaukee is a convenient, clean, safe, attractive, and walkable urban center. The compact downtown is easy to maneuver. All but one of the conference hotels are within walking distance of the Frontier Airlines Center, where most conference sessions and events will take place. In addition, taxis are plentiful.

Traveling to Milwaukee

Located eight miles south of downtown Milwaukee, General Mitchell International Airport (MKE) offers nonstop and connecting services to major domestic destinations and across the globe. An array of information and services is

Interested in sharing expenses?

Sharing a hotel room at the conference can stretch your dollars and make your travel expenses more affordable. Visit the online conference discussion forum at icma.org/ConferenceGroup to make the most of your conference trip—anything from seeking a potential hotel roommate to save on housing costs, to planning dinner with colleagues with similar interests, to finding peers who are coping with similar issues whom you can meet with on site.

available upon arrival, including options for making your way to the heart of the city. A taxi trip downtown will cost roughly \$25–30, tip not included.

If you need personal attention in booking your travel, you may contact ICMA's official travel agency Travel Discounters at 301-590-0923, 800-220-9126 toll free outside the Washington, DC area, or neald@traveldisc.com and identify the

meeting name: ICMA Annual Conference. Travel Discounters also offers those associated with ICMA access to its discounted international airfares, and it has contracted for discounts with four major car rental companies. Note that Travel Discounters does not handle conference hotel reservations. Contact the ICMA Housing Bureau for hotel reservations at icma.org/conference2011.

Sponsors

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